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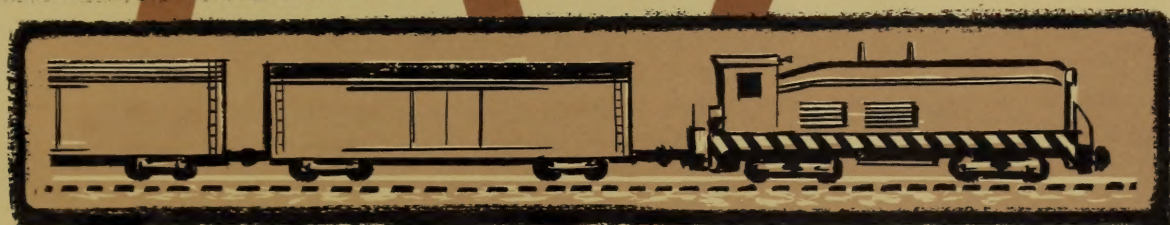
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Jan.-June 1960

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REPORT on
MANAGEMENT
IMPROVEMENT
and
MANPOWER
UTILIZATION

UNITED STATES DEPARTMENT of AGRICULTURE
COMMODITY STABILIZATION SERVICE

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FOREWORD

The Commodity Stabilization Service is dedicated to helping achieve a balanced agricultural economy. Farmers, various agricultural production and marketing industries, railroads, warehousemen and other facets of our total economy depend upon the efficiency of the management of CSS. It is therefore essential that every level of management in CSS be constantly alert to ways and means of improving its effectiveness.

This report, which is issued semi-annually, contains some recent examples of management improvement in CSS. We are proud of these management improvement efforts. But we are dedicated to continuously improving our management effectiveness. Therefore, we hope that these examples will serve not only as a form of recognition to the responsible offices, but also to stimulate a deeper emphasis by all management levels in CSS on those areas where greater improvements can be made.

Walter C. Berger
Administrator

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AUTOMATION

MACHINE MANAGEMENT

To establish uniformly good guides for managing automatic data processing equipment, the OPERATIONS ANALYSIS STAFF has published a machine management handbook.

All previous policy statements were brought together and revised as necessary for inclusion in the handbook. In addition the procedure:

1. Defines the scope of ADP.
2. Provides for maintenance of machine utilization records.
3. Establishes tape handling and filing procedures.
4. Establishes guides for parallel operations.
5. Provides procedures for costing and manpower requirements, including the relationship to manpower utilization.
6. Establishes methods for scheduling operations.
7. Provides for preparations, maintenance and distribution of run books, flow charts, job instructions and control panel planning charts.
8. Establishes methods for determining machine requirements.
9. Provides a glossary of ADP terminology.

All ADP installations and manufacturers dealing with CSS are bound by the procedure which provides the mechanics necessary for good machine management.

Because of the extent to which this subject, in handbook form, represents a 'pioneering' effort in government, the Budget Bureau requested that copies be distributed to the Inter-agency Committee on Automatic Data Processing. This group is comprised of representatives from practically all governmental agencies.

PROGRAM OPTIMIZATION

To take advantage of one of the most valuable features of its new electronic computer, the IBM Model 705-III, the NEW ORLEANS COMMODITY OFFICE is continuing to rewrite programs to exploit the "overlap" technique. Overlap permits simultaneous operation of two or three machine functions. The early stages of re-programming for overlap were described in the December management improvement report.

As of this time, generalized sort and merge routines have been rewritten and are now in production. Generally, overlap has permitted a 50% reduction in running time for these two kinds of runs. The real significance arises from the fact that of all running time, approximately 50% is involved with the sort and merge routines.

Most other runs that require a significant amount of running time have been revised to include overlap although some testing remains to be done. For instance, a file maintenance run for purchase applications has been reprogrammed for overlap. The results are representative of what is happening with overlap. The run time has been reduced from eight to five and one-half hours.

As can be seen from the above, significant savings are resulting from the application of the overlap technique to the 705-III.

INTEGRATING DATA PROCESSING FROM SOURCE DOCUMENTS

To mechanically record and verify loading order settlement data from source documents and then reproduce all subsequent data from the mechanically recorded data, the MINNEAPOLIS COMMODITY OFFICE has converted nearly all of its settlement and control processes to machines. The machine methods have eliminated many of the manual transcriptions which in turn has resulted in fewer errors and a faster more efficient system.

Production has increased greatly with the new system. Most of the system was installed in fiscal year 1959. In fiscal year 1960, the production rates have increased forty percent and represent a savings of nineteen man years. This is contrasted to the preceding four years when production remained nearly constant.

The increased productivity is even more noteworthy in that it came during a time when workload was decreasing--a time when production rates usually decrease.

Mechanization has affected loading order settlement and control functions in three particular areas:

1. Storage, receiving and handling charges due warehousemen were converted to mechanical methods.
2. Detailed listings of a warehouseman's liability shipments to CCC by grade was made possible through a punched card record of loading orders. The flexibility gained from being able to group like grades permitted valuation of individual warehouse receipts. Previously valuation had been accomplished by averaging factors and calculating the price based on average grade. The listing by actual grade has resulted in considerable program savings to CCC.
3. Warehouseman's liability and shipments are valued mechanically as the next step from the data accumulated in number 2.

FEASIBILITY STUDY

To determine the feasibility of adapting certain functions of the Eastern Aerial Photography to automatic data processing equipment the PERFORMANCE DIVISION with the aid of the Operations Analysis Staff has been conducting a study of laboratory functions and data processing equipment. A briefing session for manufacturers has been held and equipment proposals have been received.

The manufacturers' responses to the invitation for proposals have been gratifying. Ten of the twelve companies invited to the briefing session attended. Five of these have submitted proposals. Preparatory to contact with manufacturers, flow charts had been developed and operations had been analyzed. As a result of these studies, changes in methods and procedures have been brought about which have more than justified the time spent whether or not automatic equipment is acquired.

For instance, it has been determined that rectifying photographs to compensate for different land elevations is no longer necessary. A second significant change is in the procedural steps leading up to calculating the amount of rectification. Several time consuming steps have been eliminated and others have been modified. Significant changes have been brought about in the paperwork processes as well.

PUNCH CARD PERSONNEL RECORDS

To integrate personnel records into as few records as possible and to utilize machines to prepare many personnel and management reports and data analyses, the MINNEAPOLIS COMMODITY OFFICE is putting many of its personnel records on punched cards. Specific applications and uses include:

1. Quarterly listings of annual and sick leave for each employee. Supervisors can review these to distinguish abuses of leave, tardiness and related matters that require counseling. Individual copies are circulated to each employee. Annually, a leave study is prepared for management that shows:
 - a. Total and average sick and annual leave used by organizational entity.
 - b. Total and average sick leave used by age category, sex, marital status, grade and status.
 - c. Total and average of annual and sick leave used by pay period and total and average of sick leave used by day of week.
2. Position charts are prepared periodically from the punch card data. The charts are a convenient and economical means of updating job information in an easy to reproduce format.
3. Records of training for each employee are printed semi-annually from punched cards. This provides a record of all training in the office and a record for each employee's personnel folder and a personal record annually.

4. The personnel data provides ready lists of personnel for reductions in force, bond drives, and inventories of personnel and positions.

EARLY RECORDATION OF SHIPMENT DESTINATION

To work out a system for key punching the destination warehouse into master cards, at the time the shipment is recorded, the PORTLAND COMMODITY OFFICE has gotten carriers to record the information on arrival notices. The results have greatly improved the loading order shipment recordation.

1. Daily matching of destination noted flow cards to warehouse receipts is speeded since they are now both received in elevator location groups. Aging and listing of warehouse receipts by elevator location for policing is now possible.
2. Freight can now be recorded to the applicable country or terminal cost classification because of the destination information now available in the freight payment cards.
3. A car record is now prepared for the tub card file and replaces the manual posting of bills of lading and diversion information to the car record book.
4. A daily machine listing of shipments recorded has replaced the manual posting of bills of lading to a shipment control. As a by-product a copy of the listing is used as the daily register for recording purposes.
5. The disposition information has made possible a file of reproduced cards for shipments applied to sales from which account sales and documentation from buyers can be placed.
6. The inventory management report is improved since each shipment in its transit position is identified to its destination warehouse and state.

The new system has been made possible through the cooperation of the railroads which agreed to include loading order numbers and the waybill date in the information reported for cars arriving at inspection and diversion points.

AUTOMATIC TYPING

To alleviate the workload generated by the need for large amounts of repetitive typing in the Western (Salt Lake City) Laboratory of the PERFORMANCE DIVISION, automatic typing equipment has been secured. The problems in handling the volume of repetitive typing were multiplied by difficulties in recruiting qualified personnel.

The equipment will be utilized in typing work orders, sales orders, form letters to customers and contractors, and preparing of reports. It may later be used to aid in integrating part of the Western Laboratory's workload with the Eastern's if the latter secures ADP equipment as a result of the current study in the Eastern Laboratory.

NEW USE FOR PUNCH CARD WAREHOUSE RECEIPTS

By utilizing the punch card warehouse receipt to establish individual bale records in certain instances, the NEW ORLEANS COMMODITY OFFICE has eliminated the necessity for punching approximately 1,500,000 cards annually. The procedure is for recording transfer of unsold 1959 Choice (A) cotton from the many custodian banks forwarding documents. It represents one more advantage of utilizing the punched card warehouse receipt.

MECHANICAL LISTING

To provide a better permanent record and a more efficient working tool the DALLAS COMMODITY OFFICE is utilizing punched cards to produce warehouse loading order quality-quantity settlement data previously written by hand on an elaborate work sheet. The product is a machine listing that shows numerical grade, class, test weight, protein, moisture, total damage, foreign material and other grain and dockage factors. The same sheet also shows the date of final inspection of last car or car accepted by the carrier, car number, codes reflecting settlement basis for the loading order, gross and net quantity by grade and other related data.

This means of listing loading order settlement data has resulted in savings and more efficient operations through better utilization of manpower and equipment.

FORMS

SIMPLIFIED WAREHOUSE RECEIPTS

To save time and expense and reduce custody requirements of private banks, non-negotiable block warehouse receipts are being substituted for individual hogshead negotiable warehouse receipts for tobacco as a result of actions instituted by the FISCAL DIVISION.

The change has been instituted with the Flue-Cured Tobacco Cooperative Stabilization Corporation in Raleigh, North Carolina. The Corporation has some 500,000 hogsheads of tobacco pledged to CCC. Instead of being represented by 500,000 negotiable warehouse receipts, the tobacco will be accounted for by about 100 non-negotiable warehouse receipts. The paperwork is correspondingly lessened and CCC's agent, the private banks that service and account for the loans have lessened custody responsibility.

Each new receipt will cover all of the hogsheads of the year and type of tobacco in one warehouse. They provide for release from storage on the basis of delivery orders approved by CCC's agent bank.

SNAP-OUT FORMS

To save duplicating time and handling steps, the CINCINNATI COMMODITY OFFICE has devised a snap-out form for a multiple copy abstract. The new form resulted from an employee suggestion.

The snap-out form is prepared in the initiating division. To save additional time in the preparation of this form, certain repetitive information is inserted in advance by utilizing the punched paper tape run encoder-decoder, an automatic typing device.

MECHANICAL PREPARATION OF FORMS

To reduce the time devoted to preparing commodity inspection requests, the CINCINNATI COMMODITY OFFICE has redesigned the form and fills them out mechanically.

Formerly inspection requests were prepared individually by typists. With the new form, inspection requests covering virtually all of the cyclical commodity inspections can be prepared mechanically well in advance of the time.

COLORED MARKETING CARDS

To call attention to a producers eligibility for a loan on his cotton, marketing cards of different color have been devised by the COTTON DIVISION for issuance to producers, one color for those whose cotton is eligible for price support, another color for those whose cotton is not eligible for price support. The problem arises when the farmer presents his marketing card to a purchasing agent or loan clerk. The agent cannot settle for the cotton and process the paperwork if the ASC county office has an indebtedness against the farmer, the farmer must go to the county office for settlement. If there is no indebtedness, the purchasing agent can settle.

In the past, cards were prepared with a block to be checked if the cotton was eligible for price support if the sales or loan documents were first approved by the county office. Another block was to be checked if the cotton was not eligible. No check marks in either block meant that the papers could be processed without further action by the county office.

In 1959 some agents failed to note that one or the other of the blocks had been checked. As a result, some ineligible cotton received price support and some eligible cotton against which there was an indebtedness was purchased without the county office having an opportunity to arrange for appropriate set-offs.

With the new cards, purchasing agents are to refer red cards to county offices for processing. It is expected that this will materially reduce the number of cotton loans that get price support benefits in error. A substantial reduction in the administrative costs necessary to take action to recover losses from these errors taken against producers and purchasing agents is expected.

ELIMINATION OF LISTING SHEETS

To eliminate the cumbersome listing sheets formerly prepared in ASC State Offices, the TOBACCO DIVISION has supplanted them with condensed 9½" by 11" "Farm Allotment and History Cards".

Allotments are computed and recorded on these cards which cover a period of 5 years. Pertinent production records are also kept on these same cards. The cards are kept in special files in the ASC county offices and are immediately available for work purposes or for discussing the allotments for a given farm with the farmer. The potential dollar saving is large in addition to significant savings in time and effort. Efficiency is expected to increase substantially.

FORMS REDESIGN

To simplify operations with the trade, the TOBACCO DIVISION has revised two forms, one an application form, the other a reporting form.

Each year central processing plants apply to CCC for approval to operate as warehouses under the new naval stores price support program. Formerly this entailed filling out a long form with much data repeated year to year. This year the warehouses have been permitted to certify as to the correctness of prior year information supplying only that additional information required to update the application. Warehousemen have applauded this development and it has in no way impaired operation of the program.

Another form that has been revised both to the advantage of the Naval Stores Branch and the processing plants is a summary of deliveries, prices, content and grades of crude gum delivered for loan and gum sold on the same form. Formerly, these were reported on separate forms. Other changes in the form and instructions have encouraged more prompt and accurate submission of reports by processors. For the Branch these revisions have resulted in simplifying the report analysis and summarization.

ORGANIZATION

RELOCATION OF CLAIMS FUNCTION

To speed settlement of claims cases involving ocean and inland carriers and foreign warehouses and make their negotiation more efficient, the FISCAL DIVISION moved the function from Washington to New York City where most of the businesses have their offices.

The particular claims are those that arise in connection with the donation of commodities to voluntary agencies and inter-governmental organizations for distribution among needy people in foreign countries. 95% of such claims must be handled with agencies whose offices are in New York. Routine cases are now completed more quickly and efficiently. Complicated cases are likewise handled more expeditiously as negotiations and conferences are possible where lengthy correspondence or telephone calls were formerly required.

ORGANIZATION SURVEY

The NEW ORLEANS COMMODITY OFFICE has made a comprehensive analysis of its organizational and job structure. This office last year had an unprecedented workload resulting from the new Cotton Loan and Purchase Program. The employment in the office which reached a low point of something less than 1,000 last July, approximately doubled during the year, then fell to its previous low point this June. The same workload is forecast for the next fiscal year.

In an effort to make certain the organizational and job structure was sufficiently flexible and responsive to managements demands upon it, the office initiated a "team" survey of every one of its organizational components. The team was comprised of two representatives of the New Orleans Office and one each from the OPERATIONS ANALYSIS STAFF and PERSONNEL MANAGEMENT DIVISION in Washington.

The survey approach involved detailed analyses in conjunction with the head of each key organizational segment. The emphasis was upon assisting such key officials to think through thoroughly and precisely, organizational, job, work flow and related problems which they felt either existed or constituted potential trouble spots.

Upon completion, the team made a complete report containing some 22 recommendations for action by the Director of the Office.

The resulting changes will provide a basis for an organizational and job structure, staffing pattern, delegations of authority, etc. which not only will be responsive to necessary managerial planning efforts, policy implementation and controls but also will be designed to provide for organizational and job flexibility to meet the major fluctuations of workload and personnel.

IMPROVED APPRAISAL OF WAREHOUSE EXAMINERS

To improve liaison between warehouse examiners and their home office, the NEW ORLEANS COMMODITY OFFICE has established two traveling supervisory warehouse examiners positions.

These two new positions will provide the examiners with ready access to new developments in the home office. In addition, work performance heretofore had been appraised only through review of written reports. The home office is now provided with a means of appraising examiners actual work performance.

The first step in the process of quality control is to establish a clear understanding of the requirements of the customer. This involves identifying the specific needs and expectations of the customer, and then communicating these requirements to the production process.

The second step is to establish a system of quality control. This involves developing a set of standards and procedures that will be used to monitor and control the production process. This system should be designed to detect and prevent defects as early as possible in the production process.

The third step is to implement the quality control system. This involves training the production staff in the use of the quality control system, and then monitoring the production process to ensure that the system is being followed. This step is critical to the success of the quality control system, as it is the only way to ensure that the system is being used correctly.

QUALITY CONTROL

The quality control system is a key component of the production process. It is designed to ensure that the production process is meeting the requirements of the customer, and to prevent defects from occurring. The quality control system is a critical part of the production process, and it is essential to the success of the production process.

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QUALITY CONTROL

To pin point types of errors and the place in the system in which they occurred, the MINNEAPOLIS COMMODITY OFFICE has developed a plan for controlling the quality of loan documents processed through the office.

The loan document processing system has three phases: loans made, loan forfeitures, and loan deliveries. These have been largely centralized for application to computer processing. In Minneapolis, the main functions in the process are recording and transmitting the data.

During the recording process, errors of many types can be introduced into the system. Errors can result in costly waste of computer time and considerable research and re-working to correct the data. The quality control system enabling identification of where an error is made has resulted in considerable savings in administrative costs, through pointing out needs for retraining directed towards reducing the number of errors.

QUALITY STANDARDS REVISED TO MEET TECHNOLOGICAL IMPROVEMENTS

To update quality standards for aerial photography that were twenty-one years old, the PERFORMANCE DIVISION has reviewed current photography capabilities and as a consequence has developed appropriate new standards.

Since 1939 when the old standards were published, many technological changes in photogrammetry have made tighter standards desirable. The needs of the agency for more accurate photographs have likewise increased. When the new standards go into effect on July 1, 1960, the agency will be assured of receiving aerial photographs from contractors that meet the higher standards.

Related to the new standards is a tightening of controls for reporting acceptance or rejection of aerial photography. The revised procedure permits closer review of the contractors performance against the terms of the contract. The new standards and tightened contract interpretations have resulted

in better control of photograph quality and better relationship with contractor. These will also lead to improvements in administering the performance phases of CSS programs such as acreage allotments and land improvement and use contracts.

RECORDS

The records of the organization are the most important asset of the organization. They are the source of information for the management and the staff. They are the basis for the decision making and the planning. They are the source of the knowledge and the experience of the organization.

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TARIFF LIBRARY

To make it possible to locate any desired tariff in a matter of minutes the TRANSPORTATION AND STORAGE SERVICES DIVISION has reorganized their tariff file and each tariff has been cross indexed.

The Division maintains the only complete file of transportation tariffs on agricultural commodities within the Department. It consists of freight tariffs for rail, motor, water and air carriers. The tariffs contain freight rates, transit privileges, classifications, routings, accessorial charges and the rules and regulations governing their application. The file contains approximately 20,000 tariffs.

In reorganizing the file it was revised and brought up to date. Binders were renumbered for each tariff, duplicate index cards were prepared with a brief description of the tariff, cards listing freight tariff numbers were cross indexed with similar cards containing the I. C. C. numbers and separate card files are maintained for each.

Now whenever the freight or I. C. C. number is known any tariff can be located in a matter of minutes. TSS personnel and personnel from other divisions and agencies find it much easier to use. Transportation problems involving rates, routes, etc. are handled much more efficiently than was the case with the old file.

PRINTED MATERIALS CATALOG

To develop a catalog of program and administrative forms for the first time in CSS or its predecessors, the ADMINISTRATIVE SERVICES DIVISION has brought together the lists of forms available from many sources.

Formerly, CSS and ASC offices had to order forms from various sources and frequently lost valuable time in determining which source to go to. The catalog plus a national CSS warehouse that stocks most CSS forms have alleviated much of the problem. One order form can get for an office all of the kinds of forms that it needs. This has saved hundreds of man hours of preparing duplicate requisitions to different sources.

The catalog is updated with the aid of an automatic typewriter that prepares punched cards representing information about a form. The cards are then used to run the machine for rapid typing of offset masters permitting rapid changes in the listings. Cards are likewise utilized in preparing amendments and lists of obsolete forms.

REPORTS CONTROL

To provide better control of and to show status of incoming reports of ASC State and county committee actions relating to acreage allotment and marketing quota programs, the COMTON DIVISION has designed and utilized a bulletin board to visually present this information. The bulletin board lists reports, due dates, received and status of received reports.

This bulletin board provides for immediate information without the necessity for inquiring and consequently interrupting personnel working with the reports.

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OFFICE SAFETY

To eliminate the danger of employees tripping over loose cords in the office, the MINNEAPOLIS COMMODITY OFFICE has devised a means of running cords from desks to outlets that eliminate loose machine and telephone cords around desks.

One inch holes were drilled in the front of desks and the cords threaded through them and plugged into the floor outlets. Rubber grommets previously inserted into the holes protect the cords from wearing against the desk. Cords that previously hung from the front and sides are now safely inside the desks. Likewise, appearance of the office has been materially improved and the holes and grommets have not detracted from the appearance of the desks.

The problems caused by loose cords are inherent in nearly every office. Prior to solving the problem a number of employees had tripped and fallen over them in the Minneapolis office. One employee had broken his arm in such a fall and another had broken his glasses. Safety officers and office managers for companies in even the newest buildings in the Minneapolis area were still reporting the same problem when personnel of the Minneapolis office were looking for a solution to it. The Minneapolis Commodity Office reports that the solution has virtually eliminated the problem.

STAFFING and TRAINING

STAFFING TECHNICAL POSITIONS

To insure meeting its long range needs for supervisory and technical personnel, the BUDGET DIVISION with the aid of the PERSONNEL MANAGEMENT DIVISION, has initiated a program of staffing review, recruitment and training.

The review disclosed a need to introduce college trainees and employees experienced in program operations into the division. The Division's professional staff has been depleted by retirements and other losses of personnel. Coupled with a normal projected turnover the Division has moved to recruit people who will insure a continuity of professional talent.

To provide the necessary talent, special recruiting projects have been undertaken in selected colleges and universities. Special training and executive development agreements have been prepared to permit lateral reassignment into the Division of program personnel who do not immediately meet qualification standards for Budget Analysts.

The program looks to full development of the technical and supervisory personnel assigned to the Division based upon the actual potential of each person as demonstrated on the job. The program of continuing review, recruitment and training will provide the Division with assurance of continued personnel competence in the future.

DISCIPLINARY WORKSHOPS

To further the understanding of top supervisors of their responsibilities, the PERFORMANCE DIVISION has sponsored a series of disciplinary workshops.

The workshops have been conducted by the PERSONNEL MANAGEMENT DIVISION in both Eastern and Western Laboratories. While the specific subjects were aimed towards effective discipline, the workshops have emphasized the broader context of human relations. This program is one of several training efforts sponsored by the Division within

the past year in a continuing effort by Division Management to provide the best possible product by giving maximum support to operating people both inside and outside the Division.

ADMINISTRATIVE TRAINING

To help in providing the support needed, the PERFORMANCE DIVISION has sponsored three other significant aids to operating people.

Annual meetings, one for technical personnel in the Quality Control Units and another for the Engineering Unit are being held for a discussion of common problems in both laboratories. These sessions are planned to cover both the technical and administrative aspects of the respective units. The exchange of ideas already shows evidence of modifying procedures in both laboratories while providing Division Management with a close appreciation of the day to day operations in these highly technical areas.

Another effort to provide a maximum amount of timely information to employees is the establishment of a library of technical and management publications for each laboratory in the Performance Division. The libraries have only recently been established but are already providing good references for research and training. The program is to be continued and expanded.

A final move to be mentioned about the effort to provide maximum management support to operations is the Division interest in providing training to its top management. As a part of this effort, one Deputy Director has been enrolled in the Administrative Management Training Program conducted by the U.S.D.A. Graduate School.

PROCEDURE WRITING WORKSHOP

To provide procedure writers with the best possible tools for preparing procedures, the DIRECTIVES SYSTEMS ANALYSIS DIVISION has developed and conducted a series of Procedure

Writing Workshops for division and commodity office personnel.

The course includes planning, timing, organizing, outlining, composing, illustrating and reviewing written procedures. Course material was supported by work exercises, handouts, visual aids and informal discussions. Benefits to the agency include continuing improvement in the quality of written procedures and better communication among those responsible for written procedures at all levels through improved communication.

FORMS IMPROVEMENT WORKSHOP

To provide the latest principles and analysis methods for forms design to commodity office supervisors and technical people, the DIRECTIVES SYSTEMS ANALYSIS DIVISION has conducted a series of forms improvement workshops in commodity offices.

The Forms Improvement Workshops are benefiting CSS by:

1. Eliminating unneeded forms, items and copies.
2. Combining similar and related forms, items and copies.
3. Increasing the efficiency of office operation.

MANAGEMENT GUIDES FOR ASC STATE OFFICES

To provide means and methods of dissemination and implementation of current, useful and effective management methods and approaches, a pamphlet "Management Guides for ASC State Offices" has been written by the DEPUTY ADMINISTRATOR PRODUCTION ADJUSTMENT and distributed to State offices for review.

These guides were developed following a considerable amount of research including conferences of state ASC committeemen, workshops for State Administrative Officers, discussions among Area Directors and brain storming methods within and without the office of the DAPA. The guide explains and shows responsibilities of State ASC committeemen, State Administrative Officers, and State committee meetings. One section of the guide provides an excellent basis for orientation of new people, innovations for experienced people and will provide for more efficient implementation of related aspects of the farm program for all concerned. The remainder of the guide provides for training Farmer Fieldmen for effective supervision.

TRAINING FOR FARMER FIELDMEN

To utilize most effectively the results of a study of methods used by outstanding Farmer Fieldmen in supervising county offices, DEPUTY ADMINISTRATOR PRODUCTION ADJUSTMENT has published the methods as a part of "Management Guides for ASC State Offices". These supervisory techniques were collected as the result of a compilation of letters written by an outstanding Farmer Fieldman from each state. Each state was invited to solicit one of its best Farmer Fieldmen to enumerate his methods, procedures and techniques in the field of supervision and management of county offices from the Fieldman's view. These letters were compiled and extractions and highlights were derived. These extractions and highlights were then assembled into an outline of effective supervisory techniques. This outline was then reviewed by a group of five Farmer Fieldmen. The outline, after review by the Farmer Fieldman, was distributed to State Offices for review and comment. When in final form, the outline will be issued as Part 2 of the "Management Guides for ASC State Offices" and will be used as a training aid.

ANNUAL MEETINGS OF ADMINISTRATIVE PERSONNEL

To coordinate management activities in its two laboratories, the PERFORMANCE DIVISION holds annual meetings of the

administrative heads of each laboratory. These meetings are designed to consider internal problems and to strengthen mutual understanding with management divisions.

Typical internal administrative topics are standardization of systems where practicable, development of mutual internal procedures, exchange of ideas about practices and techniques and resolution of mutual operating problems.

The Budget Division, Fiscal Division, and Administrative Services Division have participated in the meetings. Their participation has increased the understanding of division personnel of these management functions while promoting better understanding of the Performance Division within Budget, Fiscal and Administrative Services.

STAFF DEVELOPMENT MEETINGS

To increase understanding and interest of the Division's work among its technical people, the PRICE DIVISION has initiated a series of informal meetings of its staff. One person will set up each session, designate the subjects and principal participants for each meeting. All employees of the Division are encouraged to attend and take part in the discussion. Topics will be related to some facet of the Division's responsibilities.

The meetings became desirable because the Division is small and highly technical with functions in the fields of price support, legislation, foreign trade and related activities. It is expected that the specialists will become versatile in fields other than their own while participating in sessions that should improve morale and fellowship.

FARM REPORTER TRAINING

To insure the best possible use being made of aerial photographs, the PERFORMANCE DIVISION is cooperating in training Farm Reporters.

The Division efforts have included developing slides and related script dealing with equipment to be used in interpreting photographs, one and two-man chaining operation and photo interpretations. Members of the staff have so far visited about thirty five states as a part of this program. Early reports are very encouraging for the results of this program in promoting better understanding between the Division and county offices as well as optimum use of crop land photographs.

SECRETARIAL TRAINING PAMPHLET

To summarize the results of a two day institute in secretarial training in the OILS AND PEANUT DIVISION, a pamphlet entitled "Some Things Your Best Friend Wouldn't Dare Tell You" was distributed to secretaries in CSS. Copies of the pamphlet were given to the Director of Personnel for distribution to other agencies. The Veterans Administration and the Department of Health, Education and Welfare also received copies. This publication is being effectively used in training discussions with secretaries.

SYSTEMS and PROCEDURES

MOBILIZATION PLANNING

To strengthen mobilization planning within the Department, several significant steps which have been taken in recent months are coordinated by the FOOD AND MATERIALS DIVISION.

The Secretary in his memorandum No. 1376 has set forth the Department's "built-in" readiness policy. The policy is designed to fully integrate civil and defense mobilization into the Department's regular programs and day-to-day activities. The memorandum directs USDA officials to implement the policy by describing mobilization planning whenever appropriate in speeches, conferences, meetings and pamphlets or considering its interests in information surveys and research projects.

Subsequent to release of the above policy statement the Secretary established eight liaison positions, one in each of the regional Offices of Civil and Defense Mobilization. These positions, Regional Liaison Representatives (RLR) are responsible to the Director, Food and Materials Division. The RLR with his Deputy will aid in promoting defense planning through an advisory board and will serve on an operating staff in test exercises.

The major pre-emergency functions of the RLR are to: provide liaison between the regional OCDM, USDA and regional representatives of other agencies; represent USDA on the Regional Civil and Defense Mobilization Board; keep his advisory group and the USDA informed of planning developments; coordinate and expedite defense planning at the state level; assemble damage data; provide leadership and training for the advisory group; and participate in test exercises.

At the Washington level two positions have been established to service the program planning and administrative functions of the RLR's. These positions have replaced obsolete jobs in Washington.

TREASURY APPRAISAL OF CCC

To eliminate the annual appraisal of CCC by the Department of the Treasury which no longer has the significance that it had when it was originally instituted, the FISCAL DIVISION has prepared legislation that has been approved by the Executive Branch of the Government. An Act of March 1938 provided for an independent

appraisal of the Corporation's assets by a committee appointed by the Secretary of the Treasury. At the time, the appraisal was the only adequate examination of the financial results of the Corporation's activities. Later legislation leaves little apparent reason for continuing the appraisal. Commercial type audits by the General Accounting Office establishing the practice of basing appraisal on realized losses, and the expanded scope and improved materials for budget presentation have supplanted the former importance of the Treasury appraisal. An additional provision in the proposal is to restore capital based on the realized losses reflected in the official financial statements of the Corporation.

The proposal will be submitted to a subsequent session of Congress.

MECHANIZED STORAGE OF MATERIALS

To gain the most effective use of space, promote the proper cycling of perishable materials and reduce hazards, the PERFORMANCE DIVISION has mechanized their material storage operations.

The Division was not satisfied with its methods for handling high cost photographic materials. With the cooperation of the DENVER FIELD OFFICE, ADMINISTRATIVE SERVICES DIVISION and the General Services Administration, alternative storage conditions were explored.

As a result of the study the materials are now stored on pallets and are stacked and moved with the aid of mechanized equipment. The equipment is being acquired from surplus GSA stocks so that the total cost to the Division is negligible when compared to the benefits received. The Division expects to realize: more efficient use of storage space; better use of materials on a first-in, first-out basis; and reduced hazards to personnel in stocking and lifting heavy packages.

IMPROVED PROMOTION PROGRAM

To provide better understanding of qualification requirements, promotion opportunities and to simplify the promotion program,

the NEW ORLEANS COMMODITY OFFICE has developed a new promotion plan. The new plan is a modification of the service wide plan incorporating the advertising option, providing for alternate members of the Promotion Committee and includes other minor changes.

The improvement has been readily evident. Employees are increasingly aware of promotion opportunities. They are assured of the consideration that they have received for promotion by being notified of their eligibility as it has been determined. Conversely, employees who apply for a position and are turned down for reasons of ineligibility are notified why they are not eligible. This tends to clarify for them what kinds of positions they are qualified for and stimulates them to apply for these positions.

The results of the program are already appearing in the employees' awareness of being treated fairly while learning more about what positions they can hope to eventually fill.

STANDARD FLOW CHART SYMBOLS

To standardize flow charts and block diagrams in use in commodity offices, the OPERATIONS ANALYSIS STAFF has developed specifications and symbols to be followed in charting.

The purpose of standardized symbols is to facilitate interpretation of flow charts, and block diagrams exchanged between offices and to provide simple illustrations of work flow described in procedures. Prior to the issuance of the handbook, each office used its own set of symbols. Some had been developed within the office, others were adapted from those prescribed by equipment manufacturers. Equipment manufacturers dealing with CSS are now bound to use of the symbols in dealings with the agency.

This effort represents a significant step towards increased understanding within the ADP field and among commodity office procedures.

EXPANDED CERTIFICATE OF INTEREST PLAN

To enable banks in metropolitan areas to participate in financing CCC's loans through investment in certificates of interest, the FISCAL DIVISION has aided in developing a plan to make certificates available to them.

Under this plan the bank need only apply for the amount of participation in CCC loans that it wants. Upon notice that that amount is available it deposits money through its normal banking channels in the nearest FRB to CCC's credit. The special certificates of interest designed for this purpose are then issued promptly.

Fiscal participated with the U. S. Treasury, other government agencies, commercial bankers organizations and the FRB in devising the new plan. Previously metropolitan banks had found participation impracticable because of their lack of contact with the country banks that are the first holders of the farmers certificates. Now, however, the city banks have available the quantity of certificates desirable for investment of the significant sums they have available for such notes.

IMPROVED PROCESSING OF AERIAL PHOTOGRAPHS

To reduce the amount of scale checking in county offices, the Eastern Laboratory of the PERFORMANCE DIVISION has revised its method of developing ratio factors. Ratio factors are used to determine how much correction a photograph requires to compensate for the tilt and swing of the airplane that took the photograph.

To further improve the quality of photographs, the Laboratory has provided for an adjustment of the projection setting in cameras used in producing ratioed prints. The adjustment makes it possible to correct dimensional changes that occurred as a result of varying atmospheric conditions during the time the aerial photograph was made. As a result there has been a substantial reduction in the number of replacement prints required.

COMPARATIVE COSTING OF FEASIBILITY STUDIES AND OPERATIONS

To provide a means for determining the before and after costs of a system as it is modified by automation, the OPERATIONS ANALYSIS STAFF with the assistance of the BUDGET DIVISION has developed a preliminary comparative costing method for feasibility studies and operations.

The agency has utilized a variety of techniques for determining these before and after administrative costs of automation. To promote reliability in the costs assessed to the systems a uniform, generally applicable costing method has been developed.

The method relies on existing records to the maximum practicable extent. The records utilized include the Work Measurement System, Fiscal accounting systems, and budgetary records. During the developmental phase it was necessary to develop two agency policies. The first covers periods of depreciation for ADP equipment and supplies acquired as a result of an ADP project. The second is amortization of capital expenditures relating to an ADP project including systems development, site preparation and other expenses of the project.

Several test studies have been conducted using the new cost method.

IMPROVED WAREHOUSE EXAMINATION AND SERVICE
TO WAREHOUSEMEN AND ASC STATE AND COUNTY OFFICES

To reduce backlogs and improve contacts with interested parties, the NEW ORLEANS COMMODITY OFFICE has recruited and trained five additional warehouse examiners and initiated some new practices. The benefits have been significant in terms of bringing work up to date and disseminating information more widely and more thoroughly than in the past.

The additional examiners have made possible:

1. Bringing examinations up to date for the first time in about two years. For the future, the ability to complete the required two examinations per year is anticipated and it is expected that at least one additional examination will be made of each warehouse each year.

2. Visits to U. S. Warehouse Act licensed warehouse that are not otherwise examined are now possible for the purpose of providing program instructions. The lack of such instruction because of an inadequate staff has in the past resulted in numerous discrepancies.
3. Courtesy calls to ASC State and county offices are now being made for an exchange of information.

In addition to the benefits to the program resulting directly from the increased examiner staff, the office has inaugurated another practice that should result in considerably better understanding of the storage program. Representatives of the office are making personal contacts with officials of state warehouse supervisory organizations. The resultant exchange of information will lead to increased cooperation between that body and CCC.

CENTRAL PROCEDURAL LIBRARY

To make all procedures conveniently available to office personnel, the MINNEAPOLIS COMMODITY OFFICE has established a central procedure library. The library includes a complete set of all procedural and instructional material issued throughout CSS. By establishing the one central library, the office has reduced the total number of copies of procedures that are maintained, reduced the manhours required to maintain them and reduced the space required to house procedures. As an illustration of the savings, the office now requires only 54.5% of the CSS handbooks it previously maintained, a reduction from 2,076 to 1,134 copies.

PROCEDURAL FILES

To facilitate replacing numbered instructions with supplements and inserts to Washington handbooks, the DALLAS COMMODITY OFFICE has revised its procedure filing system. Dallas issuances are being reviewed and updated into the new system. More than 500 obsolete instructions have been moved to the history files.

The new system has resulted in:

1. Elimination of the need to repeat Washington instructions in office instructions.
2. The issuance of notices for temporary or one-time instructions.
3. Notices to warehousemen will be numbered in a series separate from office notices.
4. Division procedural files are reduced to only those needed for division activities. All others will be maintained in one central file.

TARP SYSTEM FOR FUMIGATING MILLED RICE

To develop an improved method for fumigating milled rice that requires storage for a long period of time, the DALLAS COM-MODITY OFFICE in cooperation with industry conducted research that resulted in more effective and less expensive fumigating methods than were heretofore available.

The new method consists of storing from four to six thousand hundredweight of milled rice under a polyethylene tarp. The tarp is made gas tight by covering the part touching the ground with sand filled "snakes." A cyanide gas, HCN, is then introduced under the tarp. The application continues until insects in a cage previously put in the center of the stack are dead. One application lasts several months.

The old method required monthly applications of Methyl Bromide to rice stored in sealed buildings without regard to quantity. This was expensive and less satisfactory than the new method.

The method was developed when the office assigned a warehouse examiner, who had had basic entomology in college, to make the required research. Working with industry the method was eventually perfected and proved by the monthly insertions of insects to determine how long a lethal concentration of the gas remained after its insertion under a given tarp.

In the past year of utilizing the new method fumigation costs amounted to \$77,000. If the previous method had been employed costs would have been about four times higher, or approximately \$310,000.

IMPROVED WORK FLOW

To attain more prompt submission of two quarterly reports to the General Services Administration, representatives of the FISCAL DIVISION, BARTER AND STOCKPILING DIVISION and the General Services Administration simplified the flow of documents between the two agencies.

The improvement came about as a result of a study of the flow of the documents (the Government's Inventories and Future Deliveries and the CCC Inventory Reports) from CSS to GSA. Three days have been saved in the submission time. Certain operations in report development have been expedited and GSA accepts one report in work sheet form now. GSA is now able to make their consolidated reports available to Congress earlier.

SALE OF TRANSIT TO WAREHOUSEMEN

To save transit billing that would otherwise expire, the DALLAS COMMODITY OFFICE has developed a method of selling it to warehousemen. The warehouseman who has CCC grain and related transit may apply the transit to privately owned grain he is moving. In turn, he reimburses CCC for the cash value of the transit.

The desirability to CCC of this sale came about because the payment in kind program has had a tendency to immobilize CCC stocks. Dallas administers approximately 200,000 carloads of grain with a corresponding \$85 million investment in freight. Some of the transit has been nearing expiration and all of it accumulates renewal charges. Early returns from the program have been encouraging. Over \$133,000 have been collected. The sale of transit should go up appreciably during and immediately after harvest.

PRECALCULATING INVOICES

To eliminate much of the detail required to compute warehouse charges on loading orders, the DALLAS COMMODITY OFFICE will begin precalculating loading order invoices by July 1, 1960.

To do this, an average storage stop date will be precalculated and the charges for the related warehouse receipts will be printed on the invoice. The precalculated invoice will be forwarded to the warehouseman. The warehouseman will then be paid the precalculated amount when he certifies the invoice, or the amount billed by the warehousemen, whichever is less.

As a result of the new system Dallas has eliminated much of the former clerical work necessary to reconcile and verify settlements.

DUAL USE FORM

To streamline their country-in-store sales programs the MINNEAPOLIS COMMODITY OFFICE is using their sales form for dual functions and is relying more on integrated data processing equipment to handle the related paperwork.

The office has adopted a snap-out sales form that serves both as a sales confirmation and accounting media for recording the transaction. The system has cut in half the time required to process in store grain sales and collect sales proceeds. The results are savings in manhours, improved financial position and better trade relations.

DIVISION POLICY HANDBOOK

To document and provide a handy reference the PERFORMANCE DIVISION has prepared a handbook of all division policies. Previously it had been necessary for operating people to refer many questions to management for which no handy policy reference was available. Now the appropriate operating official can make operating decisions with full knowledge of the guiding policy.

Over the years policies had been developed and amended to answer a specific need. Some of these were in procedures, some in memorandums, and others were not documented at all. The policy handbook has speeded operation, particularly in the laboratories, by making more local decisions possible and has relieved top management of many time consuming repetitive decisions.

As a result of the new system, the number of cases has increased. The new system will be in effect by the end of the year. The new system will be in effect by the end of the year. The new system will be in effect by the end of the year.

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IMPROVED HANDBOOK FORMAT

To facilitate the use of handbooks prescribing the budgetary process, the BUDGET DIVISION has instituted two significant changes.

Three handbooks recently revised prescribe budgetary procedures for Washington Divisions, Commodity Offices, and ASC State Offices. Insofar as possible the narrative in each has been duplicated and reporting forms made identical. Thus in the future revisions will be simplified and material developed for one category of offices can be applied and amended to procedures for the two other kinds of offices. Division time for processing changes will be minimized.

A second major change in budgetary handbooks is contemplated by a current study of the practicability of combining all phases of ASC State Office functions in budgeting and obligating Section 388, Section 392 and program funds into one handbook. As a result of this study a combined handbook is being drafted and circulated to all State Offices for review and comment. Should the handbook appear practicable it will be issued late this summer to all State Offices. It is expected that the consolidated handbook will simplify research and referencing to a considerable extent.

DOCUMENT CONTROL

To assure themselves that identical evidence-of-export documents are not entering the system, the CINCINNATI COMMODITY OFFICE revised its control procedures. The export documents are now listed by certain key data items. They are then key punched and periodically sorted by the appropriate data. The sort reveals any duplicate export evidence documents.

ELIMINATION OF CERTIFICATION

To reduce the volume of paperwork a CINCINNATI COMMODITY OFFICE employee suggested the elimination of the signature of a

Secretary's representative for appropriated fund transactions. Agreement for this procedure was obtained from the General Accounting Office after an exchange of correspondence. The resultant change has caused no impairment of operations. The PORTLAND COMMODITY OFFICE has adopted the revision also.

FREIGHT BILLED BY DRAFT

To speed the payment of freight bills the DALLAS COMMODITY OFFICE has designed and implemented a procedure whereby the carrier prepares and submits a draft for verification and payment of charges incurred by CCC. Carriers and CCC agreed that the carrier should submit certain types of freight bills by draft (48 hour invoice) for payment through the Federal Reserve Bank, Dallas. Drafts and supporting documents are delivered directly to the FISCAL DIVISION where they are recorded and validated. CCC redrafts against carriers for errors.

The new system has resulted in reducing the monthly carryover of unpaid freight bills from 12,000 to 2,000. In addition, the manhours required to verify freight bills has been reduced, transit accounts are more promptly established and the carriers receive payment sooner.

SIMPLIFIED RECONCILIATION AND EXPANDED USE OF DATA

To simplify reconciliation and to provide for extracting additional data about the cost of handling CCC inventories, the MINNEAPOLIS COMMODITY OFFICE has revised certain accounting functions. The reconciliation had been done manually. Now, a work sheet is prepared mechanically to aid in reconciliation of CCC commodities in bin sites.

With the revised system it is now possible to identify types of handling expenses in the basic accounting cards. This permits a ready analysis of these charges. In addition, a mechanical procedure now permits quarterly calculation of depreciation on CCC owned structures and equipment. This resulted from expanded use of basic data used in accounting for the equipment and structures.

INSTRUCTIONS TO IMPLEMENT A NEW LAW

To implement the \$50 thousand limitation on non-recourse price support loans, the GRAIN DIVISION developed the necessary forms and regulations. The law, P.L. 86-80, provided for recourse loans in excess of \$50 thousand and was to be implemented for commodities produced in 1960.

New instructions and forms were developed to aid ASC State and county offices in controlling the amount of a non-recourse loan. New loan making and purchase agreement forms were also developed or modified for ease in handling at county or commodity offices and at data processing centers. Finally, new regulations were developed that minimized the number of instructions to be issued for making, inspecting and settling recourse loans.

CALCULATING AND ACCRUING STORAGE CHARGES

To save personnel and machine costs in calculating charges owed warehousemen and accruing charges, the MINNEAPOLIS COMMODITY OFFICE has revised its system of calculation. Instead of calculating charges for each of the 250,000 individual items in inventory, the items are now summarized by rate group and charges are calculated for each rate group.

Calculations for payments of charges must be made quarterly and accrual of charges due warehousemen is done monthly for accounting purposes. These calculations and accruals have been made by mechanical means for some time.

The new system is expected to result in savings of about \$23,000 per year in reduced personnel and machine costs.

PUBLISHED HANDLING CHARGES

To reduce the volume of correspondence necessary to get improper warehouse tariffs corrected, the NEW ORLEANS COMMODITY OFFICE is now getting some warehouses to publish maximum charges for handling samples, and loan and purchase agreement documents. South Carolina

and Georgia State warehouse supervisory bodies and the Warehouse Act Branch of Agricultural Marketing Service have agreed to publish the maximum charges in their pro forma warehouse tariffs.

In the past the annual warehouse tariff review had revealed hundreds of tariffs in excess of the maximum allowable charge. Each of these had resulted in correspondence. The new agreement will eliminate the need for many of these letters and eliminate much cause for potential disagreement between CCC and warehousemen.

CERTIFICATION OF "WAREHOUSE OWNERSHIP"

To be sure that it had proper data and was receiving proper annual financial statements from warehouses wanting to store CCC owned cotton, the NEW ORLEANS COMMODITY OFFICE now requires an annual certification by each warehouse as to its legal structure. That is, the warehouse executes an "Operating Certificate" that reflects its status as a partnership, corporation or individual operator and supplies the name of the warehouse and/or its principal officers.

Since the warehouse examiner personally sees to the completion of the certification, the office is now sure that its basic data required in applications to store CCC cotton is kept current.

IMPROVED COTTON MARKETING

To make cotton that has been reduced in grade more attractive to buyers, the NEW ORLEANS COMMODITY OFFICE has been lotting or dividing it by quality. Thus buyers have been able to bid on needed qualities only. The result has been more participating bidders and higher prices.

IMPROVED PHOTOGRAPHS

For ease of operation and to increase accuracy and production, the PERFORMANCE DIVISION has modified its photographic enlarging equipment in both laboratories. The new cameras feature automatic focusing and more accurate, more easily maneuvered easel mechanisms.

IMPROVED REPORTING

To aid the Bureau of the Budget in controlling foreign currency allocation and the Treasury in closing accounts under P.L. 480 agreements, the FISCAL DIVISION has initiated two new reports. The report to the Bureau of the Budget is of the anticipated amounts of refunds of foreign currency by CCC equivalent to the dollars we receive. The adjustment becomes necessary because of shrinkage of the amounts previously financed by CCC. The report aids the Bureau to avoid over-allocation of foreign currencies.

The report to the Department of the Treasury concerns P.L. 480 agreements for which contracting and delivery dates for all purchase agreements have expired and for which no further refunds or transactions are anticipated. The Treasury maintains an account for each agreement. The report enables them to close accounts without undue delay.

UNIFORM PRICE REVIEW POLICIES, TITLE I, P.L. 480

To assure program coordination and to provide a standard base for the preparation of instructions to commodity offices, the overall price review policy for commodities shipped under P.L. 480 has been centralized in the OFFICE OF THE GENERAL SALES MANAGER.

The change is resulting in uniform application of procedures, clarification of certain operating provisions and the strengthening of other provisions. Program Management will thereby be facilitated and good overall administration of the program assured.

DETERMINING COMPETITIVE POSITION OF U.S. COTTON

To regularly determine the competitive price position of U. S. cotton in world markets, the OFFICE OF THE GENERAL SALES MANAGER established a market reporting system. The system is designed to facilitate sales operations through increased timely knowledge of competitive prices and the expected amount of U. S. cotton entering the export market.

Specifically the following steps have been taken:

1. The Foreign Agricultural Service has agreed to provide weekly price quotations from several foreign cotton markets.
2. Weekly prices of domestic and foreign cotton are charted and analyzed.
3. Weekly reports of bale registrations are examined.
4. Monthly meetings of the administrative staff are scheduled to review the export situation and outlook for the season.

The new close review should insure U. S. cotton continuing to be competitive in price. Competitive prices have permitted reduction of U. S. cotton stocks below the levels that would have otherwise prevailed. This lessened both the program and administrative costs of the agency.

NEW SALES POLICIES ON SOYBEANS, FLAXSEED AND DRY EDIBLE BEANS

To meet changed market conditions for 1959 crop year, soybeans and dry edible beans and 1958 crop year flaxseed, the OFFICE OF THE GENERAL SALES MANAGER has revised certain sales policies.

The market changes were brought about by virtue of the lowered price support levels for 1959 crops, the elimination of price support equity payments to producers, and the need to balance prospective supply and demand which was influenced by a good potential export demand.

During periods of high price supports CCC moved its flaxseed and dry edible beans into export at competitive prices which usually resulted in considerable loss. Soybeans were offered at the market price so long as it did not fall too low. These arrangements permitted CCC the flexibility needed for competition in world markets. However, they stimulated larger deliveries to CCC under the price support program.

When the market picture changed, changes in sales policy were necessary. These were announced well in advance of loan maturity dates. They were:

1. Flaxseed - CCC would offer 1958 crop acquired on competitive bids at not less than the 1958 support price (plus moisture premium) for unrestricted use.
2. Dry edible beans - CCC would offer the 1959 crop acquired at the market price but not less than the statutory minimum price for unrestricted use. Beans not sold would be donated.
3. Soybeans - CCC would offer the 1958 crop (in inventory) and 1959 crop (to be acquired June 1, 1960) at the market price but not less than the basic county loan rate at point of location plus 20 cents per bushel.

These tight restrictions might have tied CCC's hands and immobilized its stocks but for a good market analysis. Instead a profit was realized on flaxseed. Takeover of soybeans and dry edible beans was small with a resultant smaller than usual loss to CCC. Finally, foreign importers bought earlier than usual since there was little reason to expect and wait for CCC takeover and as a result U. S. exports were probably increased since purchases were spread out over a longer period of time.

Thus CCC sales policies, based upon reliable information, tended to minimize CCC inventory and sales operations.

WORK MEASUREMENT

NEW WORK MEASUREMENT SYSTEM

As an aid to solving workload problems and for budgeting and internal management purposes, the BARTER AND STOCKPILING DIVISION is establishing an internal work measurement system.

The system is expected to be in operation by July 1, 1960. The division expects the system to point out and anticipate backlog problems. In addition it should aid internal management by:

1. Indicating a need for management studies.
2. Reflecting results of management's actions.
3. Relating manpower to management needs.
4. Pointing out individual and group accomplishments.

The budget process will be aided by:

1. Determining, explaining and evaluating personnel requirements.
2. Determining, explaining and evaluating program costs.

COUNTY OFFICE WORK MEASUREMENT

After a comprehensive study by the OFFICE OF THE DEPUTY ADMINISTRATOR, PRODUCTION ADJUSTMENT assisted by the BUDGET and PERSONNEL MANAGEMENT DIVISIONS, and the OPERATIONS ANALYSIS STAFF, it has been decided to install a national system of measuring workloads in Agricultural Stabilization and Conservation County Offices.

The system isolates and enumerates the principal items of work involved in each of the programs administered by these offices, and assigns to each of these items weights which are proportionate to the amount and cost of the work involved. The resultant workload points will be used for budgeting administrative funds and classifying county office manager positions and related managerial objectives, such as more effective organization, manpower utilization, work planning, systems improvements, etc.

While it is expected to take several years to fully perfect and implement the system, it is being placed into effect on a limited basis in July, 1960.

WORK PRIORITIES AND STATUS

To control the flow of work through its two laboratories, the PERFORMANCE DIVISION relies on two workload reports. The two factors considered by the reports are the priority assigned to work to be done and the workload in either laboratory at any time.

The priority system was developed to fill a need for furnishing work to ASC State Offices on a realistic schedule. The factors influencing priority include premeasurement or performance starting dates and availability of photographs being furnished under current photographing contracts.

To furnish necessary workload data for the control system, the laboratories furnish progress reports on the status of new photography in process and workload data. The latter includes volume of work to be done and available man hours.

From these priorities, work volumes and man hours available, the division can realistically predict output from the laboratories in terms of dates and volumes.

WORK STATUS ANALYSIS

As an aid to determining whether employees are being properly utilized, the effect each division is having on the office productivity index, and the propriety of employment levels, the MINNEAPOLIS COMMODITY OFFICE has devised two new ways of reporting from its Work Status Reports.

The new ways of reporting on productivity are a "Work Status Summary" and an "Analysis of Man days Expended and Productivity". The reports are prepared for each

division and include all work items. They include the time spent by each reporting unit for each work item. From these an index of comparative productivity for all work items is developed.

The reports for each division are then accumulated on the analysis and summarized monthly and cumulatively on the Work Status Summary. From these reports, management gains a quick picture of comparative productivity and can spot potential trends from a minimum of data.

BUDGET ESTIMATES

To reduce the time required to determine fund allocations for each commodity office, the BUDGET DIVISION has revised the method of obtaining workload data and estimates of financial requirements.

Previously each office had to make hundreds of calculations to arrive at a spread of work received and employment by month. If review in Washington changed workload volume or production rates or any of the 60 odd work items, it necessitated many adjustments to arrive at the office's requirements by month. The initial report or workload and employment was deleted. Washington and the commodity office got together and reached agreement on these figures before estimates were submitted thus saving many man hours in preparing and changing the volume and employment figures.

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